

Approved For Release 2000/08/29 : GARDNER-1153A000300010108-9
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15 April 1968

MEMORANDUM FOR: Director of Basic and Geographic Intelligence
SUBJECT: Employee Turnover

1. My thoughts on [REDACTED] questions are as follows: 25X1A9a

a. The OBGI Administrative Staff keeps me fully informed on the reasons why any of our employees leave the Office. There appears to be no lack of communication.

b. Two points could be made here. First, based on past experience, we have been particularly sensitive to hiring new employees from the West Coast area. Sensitive in one respect only, namely, that we try to determine the potential employee's willingness to move into the East on a "permanent" basis. Too often in the past, this has proved to be "too far from home", especially for the wife. Second, the Agency's policy in keeping training opportunities for a new employee at a rather low key for the first year has proved sound. It permits us to evaluate his stability and desire to make a career with us. Thus, the investment in training time and money assures a higher percentage of success.

c. From a strictly parochial point of view, there is no difference -- in either case they leave the Office. However, it is obvious that if a high-potential employee leaves the Agency it is a loss whereas if he transfers it is not. One hopes the "losers" will quit.

d. Controlled movement of professional personnel within an operating office is desirable. In OBGI, each division performs a unique function. Nevertheless, there is opportunity for lateral transfer which benefits both the Office and the individual. We have encouraged this over the years and have been successful. I feel we might do a bit more in the future. I cannot give an exact percentage as it would vary from time to time. In any case, it would remain relatively small.

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e. I can comment only on my participation in this function. I believe I have an exit interview with all persons leaving the Office. At that time, I discuss at some length the reasons for the departure. From these, one senses the overall trend in the Office. To date, no meaningful pattern has become evident that would pinpoint a problem area.

f. Our Office and the Agency would be better served if it adopted a policy of either not BODing draft potentials or arranging for occupational deferment, if necessary. I favor the former (I guess).

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[REDACTED]
Deputy Director
Basic and Geographic Intelligence

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25X1A9a OD/BGI: [REDACTED]:mjc/2633 (12 Apr 68)

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